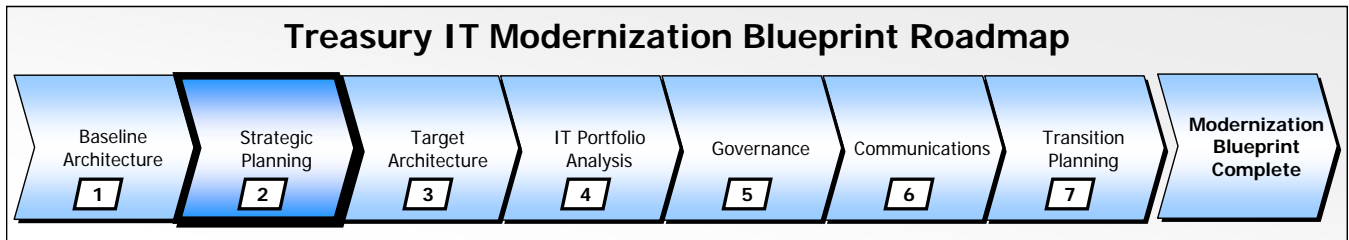




U.S. Department of the Treasury



IT Modernization Blueprint Volume 2, IT Strategic Plan

Office of the Chief Information Officer (OCIO)

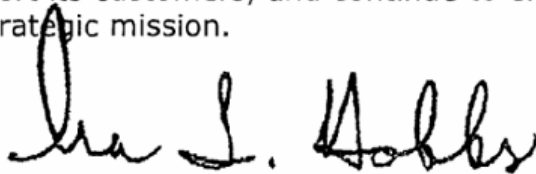
September 12, 2005

MESSAGE FROM THE CHIEF INFORMATION OFFICER

The Department of the Treasury is pleased to present the agency's Information Technology Strategic Plan (ITSP). This plan details the Department's mission and shared vision for leveraging information technology to achieve Treasury's mission as the principal fiscal agent for the Federal Government. The ITSP defines the strategic information technology mission, vision, values, and goals. For each goal, the plan identifies corresponding outcomes and measures that provide the basis for evaluating performance over the next three to five years.

By focusing on five strategic IT goals across the Department and its Bureaus (IT Governance, E-Government, Enterprise Architecture, Information Security / Delivery, Organization and Workforce) Treasury is positioning itself as an agency with an enterprise-wide strategic view of its core business lines. The strategies identified in this document leverage the Department's IT environment to meet current business needs and future challenges.

Treasury faces the challenge of refining and shaping its decentralized IT environment. Executing strategies that support cost effective enterprise-wide IT initiatives will be key to successful business driven IT implementation. By working collaboratively with its Bureaus, the Department can meet its business needs, support its customers, and continue to effectively utilize IT as an enabler to further its strategic mission.

A handwritten signature in black ink, reading "Ira L. Hobbs". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Ira L. Hobbs
U.S. Department of the Treasury
Chief Information Officer

Revision History

Date	Version	Description	Custodian/Organization
8/3/2005	0.5	Initial Draft	Treasury Office of the CIO
8/12/2005	0.6	Revised Draft, incorporated EA Team comments	Treasury Office of the CIO
8/24/2005	0.7	Revised Draft, Incorporated procurement and security comments	Treasury Office of the CIO
8/29/2005	0.8	Revised Draft, incorporated additional procurement comments and included comments from E-Gov ACIO	Treasury Office of the CIO
9/12/2005	1.0	Final version	Treasury Office of the CIO
10/10/2005	1.01	Added signed CIO letter (page 2)	Treasury Office of the CIO
3/9/2006	1.02	Revised the Governance Bodies graphic with IPv6 Working Group and Enterprise Repository Management Team	EA Program/OCIO

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1 EXECUTIVE SUMMARY

The purpose of the Department's Information Technology (IT) Strategic Plan (ITSP) is to present IT strategies that will be used to support the business guidance defined in Treasury's Strategic Plan FY 2003 - 2008.

Treasury Business Strategy

As indicated by its Strategic Plan FY 2003 – 2008, Treasury is the steward of U.S. economic and financial systems and is committed to creating economic and employment opportunities for its citizens by raising the rate of sustainable growth. Treasury is also an influential participant in the international economy, working in conjunction with other federal agencies and foreign governments to encourage economic growth, raise standards of living, and predict and prevent, to the extent possible, economic and financial crises. Treasury's strategic mission,

"to promote the conditions for prosperity and stability in the United States and to encourage prosperity and stability in the rest of the world,"

and its strategic goals, as shown in Figure 1.1, formalize Treasury's business strategies in an effort to drive the enterprise forward.

Figure 1.1: Treasury Strategic Goals

	Goal Number	Treasury Strategic Goal
(E)conomic	E1	Promote Prosperous U.S. and World Economies
	E2	Promote Stable U.S. and World Economies
(F)inancial	F3	Preserve the Integrity of Financial Systems
	F4	Manage the U.S. Government's Finances Effectively
(M)anagement	M5	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Department of the Treasury

IT Strategic Alignment

As stated above, the Department of the Treasury is the principal fiscal agent for the Federal Government. Establishing and communicating Treasury's IT strategies across the enterprise will provide a road map for all supporting Treasury functions and systems. Treasury has defined its IT mission and vision as:

IT Mission: "To enable the mission of Treasury and to leverage information technology to steward services for citizens, government, and industry "

IT Vision: “Information technology that is secure; accessible; adds value across the enterprise; and exceeds customer expectations.”

Treasury’s IT mission and vision are, in direct support of and in alignment with, Treasury’s Strategic mission and goals. In addition, Treasury has also defined a set of guiding IT values for the organization:

IT Values: Accountability, Respect, Integrity/Honesty, Professionalism, and Balance

These guiding statements were developed and identified through the ITSP development process.

ITSP Development Process

An existing draft ITSP was utilized as a baseline during the development of this document. The baseline ITSP was vetted through the Department and several Bureaus for review and feedback but was never officially approved. Using the information provided from the baseline ITSP, a strategy was developed to modernize Treasury’s IT strategies.

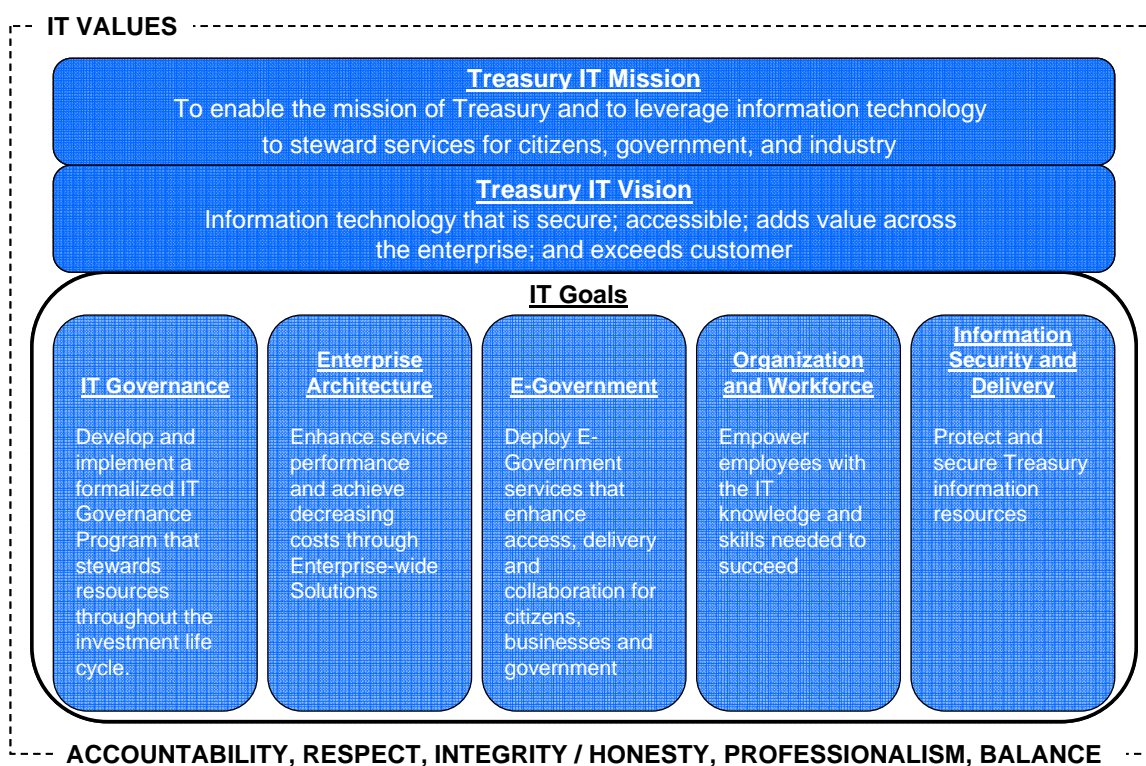
The Associate Chief Information Officers (ACIOs) from the Department participated in a facilitated IT mission and vision statement development session to ensure the IT unification of Treasury. This session focused on the business drivers of the Department as well as the future direction of the organization. In addition, all ACIOs, representing different program areas, were interviewed individually to ensure the inclusion of the vision, mission, goals, and performance measurements of each OCIO capability area within the ITSP. These capability areas include E-Government, Cyber Security, Telecommunications Management, Capital Planning and Information Management, HR Connect, and Workforce / Organization. Several Treasury Bureau CIOs were interviewed to gain Bureau perspective on the strategic process and direction. The Treasury IT values were developed during an OCIO offsite event and are in the process of being finalized. The OCIO and all Bureau CIOs participated in the review and modification of this plan.

This IT Strategic Plan is a living document as Treasury begins revising the Department’s strategic goals in FY06 (Q2), this document will also need to be revised to ensure alignment with the new Departmental strategy.

Treasury’s IT Strategy

Treasury’s IT mission and vision in conjunction with Treasury’s IT goals and objectives comprise the Treasury IT Strategic Road Map and highlights the Treasury’s IT alignment with its business objectives, as shown in Figure 1.2. The main goals shown in the roadmap set the high-level framework, which are to be followed by all functioning layers of Treasury’s value chain. Each of these goals maintains corresponding IT objectives that will be discussed in further detail in section 3.5. The IT objectives bring a formalized structure and specific guidance toward the achievement of Treasury’s IT goals.

Figure 1.2: IT Strategic Road Map



Treasury ITSP Location

This document will be available for review on Treasury's OCIO website, <http://www.treas.gov/offices/cio/>. This document will follow Treasury's IT strategic planning process and be reviewed and updated as necessary.

Next Steps

A Treasury ITSP Implementation Plan is required to be developed to support the ITSP. The Implementation Plan provides tactical processes and procedures for achieving the objectives defined within this document, while concurrently remaining in alignment with Treasury's overall strategic mission, goals, and objectives. A periodic review period is required to monitor, measure, and maintain the efforts outlined within the Treasury ITSP Implementation Plan. The Implementation Plan will be initiated during the first quarter of fiscal year 2006.

2 INTRODUCTION

The Department of the Treasury is responsible for the security, economic and financial prosperity of the United States. The wide range of activities in which the Treasury is responsible for include advising the President on economic and financial issues, promoting the President's growth agenda, enhancing corporate governance in financial institutions, and aiding in the war against terrorism. Treasury also holds similar responsibilities on an international spectrum to encourage and promote economic growth, raise standards of living, and predict and prevent, to the extent possible, economic financial crises. In addition to Treasury's mission, regulatory and statutory requirements are also significant drivers of IT governance and management at Treasury. Guidance detailed in the Clinger-Cohen Act of 1996, the Government Performance and Results Act (GPRA), the Government Paperwork Elimination Act (GPEA), the Federal Enterprise Architecture (FEA), OMB Circular A-130, and the Federal Information Security Management Act (FISMA) has helped the Department reshape how it leverages IT to optimize performance. Of particular note is the President's Management Agenda (PMA) because of its strong emphasis on results-oriented government.

Treasury's ITSP is aimed at supporting Treasury's strategic goals and direction by leveraging IT solutions within a cost-effective and appropriately governed strategic plan in an effort to manage Treasury's information technology resources. In accordance with the Office of Management and Budget (OMB), Circular A-130, Treasury's ITSP provides a description of how information technology activities help accomplish the agency's mission and ensures that information technology decisions are integrated with organizational planning, budget, procurement, financial management, human resources management, and program decisions.

2.1 Purpose and Benefits

The purpose of Treasury's ITSP is to provide and promote enterprise-wide IT strategies that are directly aligned with and supportive of Treasury's strategic mission and goals. Benefits associated with the creation, and maintenance of Treasury's ITSP includes:

- A common guidance directing all aspects of Treasury's IT;
- Improved return-on-investments through an enterprise-wide architecture and governance structure;
- Ensuring the alignment of IT solutions and resources to Treasury's business strategies;
- Assisting in streamlining Treasury's IT Portfolio;
- Promoting and fostering collaboration and IT resource use for the most effective management of information resources.

2.2 Audience

The stakeholders that have been identified as being directly tied to Treasury's IT strategic plan are listed in Figure 2.1. Stakeholders defined in this context are

people, groups, or organizations that are directly dependent upon, affected by, or utilize Treasury IT.

Figure 2.1: Treasury IT Strategic Plan Audience

Internal Audience	External Audience
<ul style="list-style-type: none"> ▪ IT Community ▪ Executives ▪ Bureaus ▪ Offices ▪ Employees 	<ul style="list-style-type: none"> ▪ Office of Management and Budget (OMB) ▪ Government Accountability Office (GAO) ▪ Treasury business partners (e.g. financial institutions, monetary fund organizations, etc.) ▪ Interagency workgroups ▪ American public

2.3 Treasury's Agency Strategic Plan

Treasury's Strategic Plan for FY 2003-2008 defines Treasury's mission as "to promote the conditions for prosperity and stability in the United States and encourage prosperity and stability in the rest of the world." This mission will be realized through the execution of Treasury's strategic goals and their correlating strategic objectives, as identified in Figure 2.2.

Figure 2.2: Treasury Agency Strategic Goals and Objectives

Goal Category	Strategic Goal Number	Treasury Strategic Goal	Treasury Strategic Objectives
(E)conomic	E1	Promote prosperous U.S. and World Economies	E1A: Stimulate economic growth and job creation E1B: Provide a flexible legal and regulatory framework E1C: Improve and simplify the tax code
	E2	Promote Stable U.S. and World economies	E2A: Increase citizens' economic security E2B: Improve the stability of the international financial system
(F)inancial	F3	Preserve the Integrity of Financial Systems	F3A: Disrupt and dismantle financial infrastructure of terrorists, drug traffickers, and other criminals and isolate their support networks F3B: Execute the Nation's financial sanctions policies F3C: Increase the reliability of the U.S. financial system
	F4	Manage the U.S. Government's Finances Effectively	F4A: Collect federal tax revenue when due through a fair and uniform application of the law F4B: Manage federal debt effectively and efficiently

Goal Category	Strategic Goal Number	Treasury Strategic Goal	Treasury Strategic Objectives
			F4C: Make collections and payments on time and accurately, optimizing use of electronic mechanisms F4D: Optimize cash management and effectively administer the Government's financial systems
(M)anagement	M5	Ensure professionalism, excellence, integrity, and accountability in the Management and conduct of the Department of the Treasury	M5A: Protect the integrity of the Department of the Treasury M5B: Manage Treasury resources effectively to accomplish the mission and provide quality customer service

The majority of Treasury's IT strategies are in direct alignment with and in support of Treasury's strategic goals F3, F4 and M5. Through the alignment with these goals, Treasury's ITSP is indirectly supporting all Economic and Financial Treasury strategic goals and objectives.

Treasury is currently in the process of identifying new strategies that are to be incorporated into the FY06 (Q2) revision of Treasury's Strategic Plan. Treasury is positioning its upcoming strategies in an effort to break down the proprietary "stovepipes" and identify enterprise wide value-added services for the American public through a set of 10 defined value chains, as shown in Figure 2.3.

Figure 2.3: Proposed Treasury Value Chains

Value Chain Category	Value Chain
Finance the Government	Collect Revenues
	Disburse Monies
	Borrow and Manage the Debt
	Account for Finances
Strengthen the Economy	Manufacture Coins & Currency
	Strengthen Economies
	Regulate Banks and Thrifts
	Combat Terrorism
Manage the Treasury	Assure Integrity
	Manage Processes & Human Capital

These value chains have been defined with the notion of measuring Treasury's service areas and not the specific entities that provide the services within Treasury. Furthermore, it would be beneficial to align the potential IT segments to the finalized corresponding value chains in an effort to further identify value-added IT services for the Department and subsequently American public. Upon finalization of

Treasury's Strategic Plan revision in FY06, Treasury's ITSP should be realigned to reflect the strategies utilized in the revision. Inherent to any strategy are the tools and resources within Treasury's IT landscape that are used to support Treasury's defined business and IT strategies.

2.4 Current IT Landscape

Treasury's philosophy maintains that IT is an enabler and intended to support the mission of the Department. The role of IT as a means to achieve Departmental strategic goals is significantly affected by the current IT landscape and target architecture. This landscape is defined by emerging trends in technology that dictate the degree to which business imperatives are aided by technological advances. Some emerging trends include accelerated development-to-deployment cycles, the commoditization of telecommunications and infrastructure technology, the convergence of voice, data, video, and wireless technologies, and the proliferation of external service providers and vendors. Treasury is currently leveraging many of these trends in an effort to deploy enterprise-wide solutions that support the mission of the business, reduce cost, and maximizes the Departments ROI.

Treasury must work to further define and shape its IT landscape which is divided between the Department and its Bureaus and Offices. Because the Bureaus have specific and separate missions, they maintain disparate systems that often hinder the seamless exchange of information. Supporting enterprise-wide IT strategies is a challenge for the Department and its Bureaus. Treasury must collaborate with the Bureaus as much as possible to meet the objectives of this ITSP, starting with recognition of the value of Treasury and bureau IT staff working together as a single team. To foster this collaboration, Treasury has identified a number of comprehensive IT strategies that will move the department toward the "One Treasury" model.

3 TREASURY IT STRATEGY

While Treasury's Bureaus independently maintain their own IT strategies, Treasury's current IT strategy is to steward enterprise collaboration in an effort to standardize and share IT resources whenever it is cost effective to do so. Treasury's customers will benefit through the realization of the defined IT strategies.

3.1 Treasury IT Customers

The U.S. Department of the Treasury is the financial manager of the U.S. Government and a leader in shaping economic and financial policies to promote prosperous and stable economies, both domestically and worldwide. To achieve these ends, it is essential to have sound management, and seamless integrated business processes to deliver IT to its customers in the most efficient manner.

Citizens

The most important customer for Treasury is the citizen. Some Treasury IT systems such as e-File provide direct services to citizens; while other systems help Treasury

employees provide services to citizens. Proper stewardship of IT by Treasury will have a positive impact on its services to citizens.

Treasury Employees

The Department of the Treasury is comprised of two major components, the Departmental offices and the operating Bureaus. Treasury faces a challenging task of providing effective information technology to its employees with 98% of them disbursed across Treasury's Bureaus and Offices. Whether employees are conducting one of the basic Treasury functions listed in Figure 3.1 or supporting administrative tasks, the IT architecture makes a daily impact on the ability of Treasury employees' abilities to carry out their mission.

Figure 3.1: Primary functions of the Department of the Treasury

Treasury Function
Managing Federal finances
Collecting taxes, duties and monies paid to and due to the U.S. and paying all bills of the U.S.
Producing postage stamps, currency and coinage
Managing Government accounts and the public debt
Supervising national banks and thrift institutions
Advising on domestic and international financial, monetary, economic, trade and tax policy
Enforcing Federal finance and tax laws
Investigating and prosecuting tax evaders, counterfeiters, and forgers

Industry

National banks and thrift institutions rely on Treasury IT to seamlessly exchange data and information about regulations that affect them.

Federal Government

Treasury supports other Federal agencies by serving as the U.S. Government's primary cash management and enforcement organization of Federal finance and tax laws. Treasury has also rolled out the HR Connect service to various Federal agencies becoming a "Center of Excellence" responsible for providing HR services to other Federal agencies within the government. HR Connect, the Department's enterprise human resources system, is critical to Treasury's ability to strategically manage the diverse Treasury workforce, and will continue to be maintained and modified as one of the Department's core enterprise systems while providing superior services to other agencies.

The services provided to each Treasury customer are guided by Treasury's IT mission and vision.

3.2 IT Mission

While the Treasury Strategic Plan provides the overall guidance for doing business, Treasury's ITSP sets the IT strategic focus across the enterprise in direct support of the Treasury Strategic Plan. In support of Treasury's Strategic Plan, Treasury's IT mission is:

“To enable the mission of Treasury and to leverage information technology to steward services for citizens, government, and industry.”

Providing superior service to Treasury’s IT customers is the driving force behind Treasury’s IT mission.

3.3 IT Vision

Driving Treasury’s future state ambitions is its IT Vision. While Treasury’s IT mission states what Treasury will do to leverage IT, its IT Vision describes how Treasury wants to evolve its IT as an enterprise. Treasury has defined its IT Vision as:

“Information technology that is secure; accessible; adds value across the enterprise; and exceeds customer expectations.”

While Treasury’s IT mission and vision are at the forefront of Treasury’s IT strategies, Treasury’s IT values are embedded in every aspect of Treasury’s IT.

3.4 IT Values

Treasury’s IT values have been defined to provide direction and influence in the area of IT business results. These values shape the manner in which Treasury interacts with and stewards services to its IT customers. The values are accountability, respect, integrity/honesty, professionalism, and balance.

In correlation with Treasury’s IT mission, vision and values, a number of goals and objectives have been defined in an effort to support Treasury’s IT mission, vision, and values.

3.5 IT Goals

Strategically, Treasury is working towards five main IT goals. These goals are listed in Figure 3.2.

Figure 3.2: Treasury IT Strategic Goals

IT Goal Number	IT Goal Category	IT Goal
1	IT Governance	Develop and implement a formalized IT Governance structure that provides the executive sponsorship to steward resources throughout the IT investment life cycle
2	Enterprise Architecture	Enhance service performance and achieve decreasing costs through Enterprise-wide Solutions

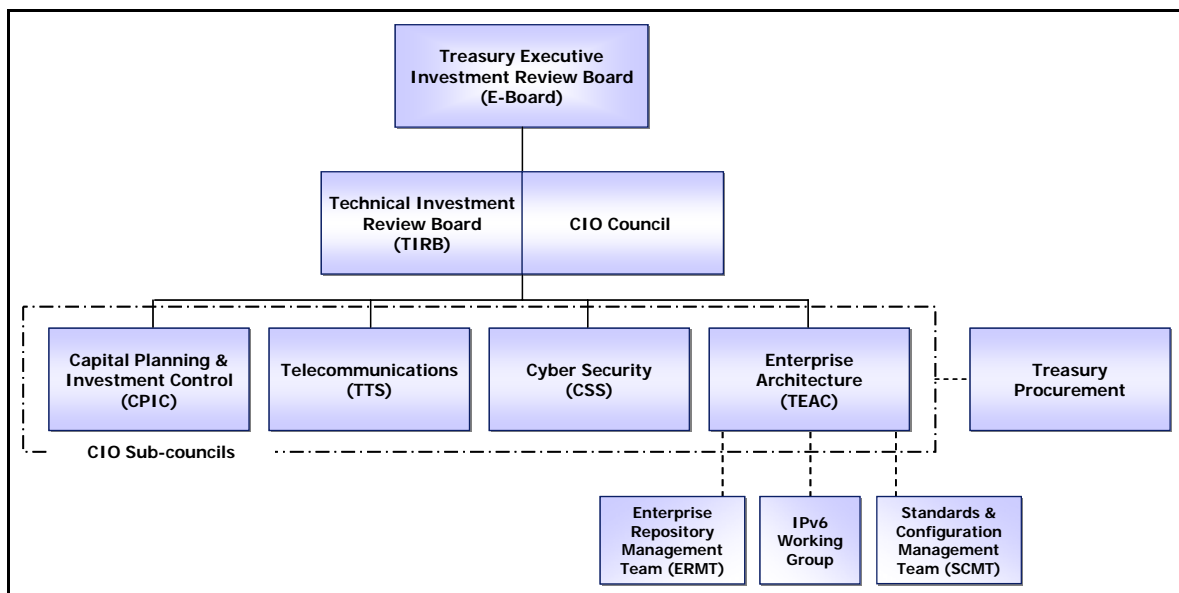
IT Goal Number	IT Goal Category	IT Goal
3	E-Government	Deploy E-Government services that enhance access, delivery and collaboration for citizens, businesses, and government
4	Organization and Workforce	Empower employees with the IT knowledge and skills needed to succeed
5	Information Security and Delivery	Protect and secure Treasury information resources to include systems, information and infrastructure

3.5.1 IT Governance

IT Governance is defined as the structure, processes, and systems that form the oversight and coordination of OCIO functional areas, specifically enterprise architecture (EA), capital planning and investment control (CPIC), and Department-wide IT security. To ensure consistent and standardized IT process execution, a formalized IT governance structure is essential to the successful implementation of Treasury's IT mission and vision. Figure 3.3 below details the current IT governance bodies.

Along with the established enterprise-wide supported IT governance structure, detailed process flows will be mapped along with correlating roles and responsibilities to show interaction among the governing entities within the structure. These process flows will highlight the interaction between these entities in terms of developing IT standards, policies and enterprise architecture updates in addition to the life cycle of an investment. Establishment of an IT Governance plan enables Treasury to eliminate redundant execution of processes and as a direct result provide added value to those processes.

Figure 3.3: Treasury IT Governance Bodies



Treasury's IT Governance structure will also promote a process-centric environment; rather than IT processes relying on specific individuals or tools, the ownership will be placed directly onto a specific entity. This philosophy will help to ensure defined lines of communication along with enabling the effective cross-enterprise use of skill sets within Treasury. A number of entities have been defined to oversee and enforce the IT Governance structure.

The Treasury Executive Investment Review Board (E-Board) provides executive oversight to Treasury's investment planning and management process. The E-Board also ensures compliance with the guidance from Congress, OMB, and GAO. Membership includes the senior executives such as the Deputy Secretary, Chief Financial Officer, and Directors of each Bureau.

The Technical Investment Review Board (TIRB) is established to provide recommendations to the E-Board on selection and management of IT. While the TIRB's main focus is on enterprise-wide solutions, it is also responsible for ensuring the overall health of Treasury's IT portfolio. The TIRB includes senior-level IT executives including Treasury's Chief Information Officer and Chief Information Officers from every Bureau.

The CIO Council is comprised of CIOs, or their designee, from each of the operating Bureaus and provide guidance on financial planning and investment, human capital, enterprise architecture, enterprise solutions, security and privacy, E-Government/PMA, and IT strategic planning and performance measurements. The CIO Council provides status reports and recommendations to the Treasury CIO and disseminates guidance throughout the Department. The CIO Council has established four sub-councils, Treasury Enterprise Architecture sub-council (TEAC), Capital Planning and Investment Control (CPIC) sub-council, Telecommunications sub-council, and the Cyber Security sub-council. Each sub-council is chaired by an Associate CIO from the Department with a Bureau CIO as co-chair.

Members of each sub-council can vary from representatives of departmental offices or Bureaus to technical/functional experts. Bureaus are required to have representation on all of the CIO sub-councils. This assorted membership enables each CIO sub-council to deliberate on discussions from a variety of perspectives in an effort to promote enterprise-wide collaboration.

The Treasury Enterprise Architecture sub-Council (TEAC) utilizes a chief architect from each Bureau within its membership and a Bureau CIO as a co-chair. The TEAC will be responsible for developing, maintaining, and facilitating the Treasury Enterprise Architecture (TEA) and Treasury IT standards, policies, and governance in an effort to provide an enterprise solution that eliminates redundant and duplicative systems and provides quantifiable return on investments.

Treasury, under the direction of the CPIC sub-council, will institutionalize a more robust CPIC cycle that will lead to effective portfolio management. Treasury's IT portfolio will consist of projects that carefully consider the needs of the Department's customers and stakeholders. These portfolio investments will be carefully monitored and evaluated to assess their performance and business value.

OMB Circular A-130 requires agencies to create an enterprise architecture, and incorporate security into the life-cycle budget of all information systems. The Cyber Security (CSS) sub-council will be responsible for ensuring all investments are certified and accredited. Recognizing the need to protect the availability, integrity, and confidentiality of the Department's information and the systems on which the information relies, Treasury's Cyber Security sub-council will be the governing body to concentrate on enterprise-wide information security initiatives.

The Treasury Telecommunications Sub-Council (TTS) will provide guidance, direction, and oversight for telecommunications initiatives across Treasury Bureaus and Offices. This sub-council will provide a forum for Bureaus to discuss telecommunications issues, requirements and the aggregation of such requirements.

The Enterprise Repository Management Team (ERMT), IPv6 Working Group, and the Standards and Configuration Management Team (SCMT) are established under the authority of the Office of the CIO and they directly support the established sub-councils. These teams will mainly interact with the TEAC; however other sub-councils may utilize each team's expertise as appropriate. These teams have an integral role in the information systems life cycle in that all investments will be need to be reviewed for compliance with Treasury's enterprise architecture and technical standards.

An additional entity that works with and supports Treasury's IT governing bodies to facilitate IT resource management is procurement. Securing enterprise assets through a centralized procurement process will enable Treasury to standardize on IT related products and facilitate strategic sourcing to get procurement price and process savings. Procurement should ensure that all IT purchases have been validated with Treasury's enterprise architecture and IT standards before approving IT purchases. Coupling enterprise-wide planning with a centralized and standardized IT procurement process will give Treasury more leverage with hardware and software vendors as a single enterprise and promote the utilization of small business participation.

Each governing body is involved in various stages of the Department's annual IT capital planning (CPIC) process and IT standards development. Together, this framework empowers the Treasury executives to make decisions on Treasury IT investments throughout the investment life cycle. A large portion of planning is executed to ensure the integrity of Treasury's EA.

3.5.2 Enterprise Architecture

Realization of an established Treasury EA coupled with an effective IT Governance process will allow Treasury to identify, on a enterprise-wide basis, the amount of redundant and duplicative new and steady state IT investments. Continually identifying, developing, and maintaining an enterprise architecture consistent with Treasury's business directives is a strategy shared amongst each ACIO and Bureau.

Guided by the Federal Enterprise Architecture (FEA), Treasury strives to develop and implement an EA representative of the Department and its business environment. Through this environment Treasury can develop and enable an enterprise-wide preferred technical standards catalogue and effectively coordinate and share IT resources across the enterprise. This environment also allows Treasury the ability to engage in the development of an enterprise-wide IT configuration management philosophy.

Treasury is currently in the process of defining a segmented architecture framework to further promote and support the Treasury EA. Utilizing a segment architecture framework will allow Treasury to ensure proper coordination across the enterprise on specific Lines of Business (LoBs), functions, and shared services (collectively, segments). An accepted Treasury segment architecture will further increase enterprise-wide collaboration and foster the principles defined by OMB, "Architect, Invest, and Implement."

Another Treasury IT goal that promotes the enterprise-wide philosophy is Treasury's participation in the E-Government initiatives.

3.5.3 E-Government

Through Treasury E-Government initiatives, the Department is demonstrating its support of the President's Management Agenda (PMA) objective to expand electronic government by focusing on internal opportunities for E-Government. While Treasury is currently providing leadership to and actively involved with a number of E-Government initiatives, this goal provides strategic direction for Treasury participation in additional E-Government initiatives along with identifying and pursuing targeted E-Government initiatives within Treasury. Figure 3.4 below details Treasury's current participation in the Presidential E-Government Initiatives.

Figure 3.4: Treasury Participation in E-Government Initiatives

Category	Initiative
Government to Citizen (G2C)	IRS Free File
	USA Services
	GovBenefits.gov
Government to Business (G2B)	Expanding Electronic Tax Products for Business
	Business Gateway
	E-Rulemaking
	International Trade Process Streamlining
Government to Government (G2G)	Grants.gov
Internal Efficiency and Effectiveness	Enterprise HR Integration
	E-Travel
	Disaster Management
	E-Training
	Integrated Acquisition Environment
	E-Records Management

Category	Initiative
Cross-Cutting Initiative	E-Authentication
Lines of Business (cross-agency)	Human Resource
	Financial Management

Through the Treasury HR Connect initiative, Treasury is in the process of delivering HR service across multiple government agencies and has successfully rolled out the service across the Treasury enterprise. HR Connect has been identified as an official Shared Service Center for Human Resources Management Line of Business (HRLoB). The HRLoB supports government-wide HR solutions that promote standardization, interoperability, and economies of scale across the Federal landscape.

In addition, Treasury's Bureau of Public Debt Administrative Resource Center (ARC) has been selected by OMB as one of the four financial management centers of excellence for the Financial Management Line of Business¹. The ARC will provide accounting, investment accounting and procurement services as part of the Financial Management Line of Business.

Treasury is taking an approach similar to OMB's process of identifying common business processes across the federal government by analyzing the agency's shared services. A shared service is a service that is implemented and available enterprise-wide. The identified shared services are potential enterprise-wide solutions that currently do not exist in Treasury's system's environment. Shared services re-use creates an interoperable systems environment, allowing for improved system-to-system interface and data integration. Figure 3.5 shows the potential shared services identified by Treasury.

Figure 3.5 Treasury Shared Services

Shared Services	Descriptions
Asset Management	Provides capabilities that allow Treasury to effectively manage its financial and physical assets from acquisition to disposition.
Customer Relationship Management	Provides Treasury programs with capabilities to more effectively exchange information with their numerous

¹ Jason Miller, "OPM signs up with Bureau of Public Debt for financial services," *Government Computer News*, August 19, 2005.

Shared Services	Descriptions
	downstream customers, as well as maintain and use that information to improve the performance management, control, and oversight of these customers. Customers can include internal stakeholders as well as external.
Decision Support / Business Intelligence	Supports Treasury's decision making capabilities, and in particular its research function. It encompasses an integrated set of business analytical, data management, knowledge management, business intelligence, and reporting services.
Enterprise Electronic Document And Records Management	Enables Treasury to effectively manage all of its documents and records in a consistent, legal, and logical manner, from creation to final disposition, using a common set of tools, standards and policies.
Integrated Enterprise Data Management	Allows open access to Treasury's information based on consistently applied data definitions and data access control.
Identity Management	Provides the capabilities that establish an enterprise directory service for centrally administered identity management of Treasury's users.
Knowledge Management	Employs processes and tools to capture and make available enterprise-wide intellectual capital, including both tangible knowledge in the form of documents and intangible experiential knowledge.
Portal	Includes the capabilities that will allow Treasury business partners, citizens, and internal users the ability to conveniently and efficiently interact with Treasury via a single electronic interface.
Reporting	Encompasses cross-cutting service components related to organizing and presenting data as useful, relevant information.
Survey	Provides capabilities that allow Treasury to collect useful information from its customers, driving feedback and customer analytical processes.
Tracking and Workflow	Provides a set of capabilities that enables automatic monitoring and routing of documents to the users responsible for working on them, supporting each step of the business cycle.

Through the implementation of shared services, Treasury's IT modernization efforts result in consolidation, centralization, and standardization of automated services.

3.5.4 Organization and Workforce

Although human capital is critical to the success of the Department, its management has been a challenge for the Department as well as for the Federal Government as a whole. Some of the common human capital challenges are lack of trust, high workload demands, and ineffective communications. The President's Management Agenda and the General Accounting Office have both documented the problems the Federal Government is facing with a reduced workforce, human

resource planning challenges, and difficulties in the Government recruiting process. One of the most significant challenges for Treasury will be ensuring that the workforce not only has the technical skills needed to execute the Treasury IT mission and vision, but also the project management skills to manage high-visibility, big budget IT projects. Treasury will increase the use of strategic workforce planning; increase citizen satisfaction with the Department's services; increase employee satisfaction; and attract and retain an effective, skilled, knowledgeable, diverse, and high-performing workforce to meet the current and emerging needs of Government and its citizens. It is Treasury's goal to have all of its employees understand their roles and responsibilities and how these roles support Treasury's strategic mission.

3.5.5 Information Security and Delivery

Information Delivery

A key element of this IT Strategic Plan is the successful implementation of a common communications network for the Department and its Bureaus. This model for a common communications network, the Treasury Communications Enterprise (TCE), will allow for the implementation of applications and services, including E-Government initiatives, by providing a secure and robust environment in which new services can be deployed quickly and seamlessly. This architecture will ensure network security and maximize secure cross-Bureau communications. The result of this architecture is improved quality of service and the ability to implement secure E-Government services quickly. Other value propositions of the TCE are:

- Alignment with the Departmental IT mission of enabling stakeholders to access information securely and effectively
- Citizen-centric organization
- Improved E-Government
- Financial responsibility to the taxpayers
- Improved network security.

Treasury has a number of targeted internal enterprise-wide initiatives that are in the development process, including the Treasury Enterprise Directory Service (TEDS) and the Treasury Public Key Infrastructure initiative.

IT security concerns throughout the network is one of the main focus areas for the Department of the Treasury and its Bureaus during the next fiscal year. Treasury will be conducting thorough security evaluations and will implement upgrades and training, as necessary, to address any IT security vulnerabilities. The focus will include all components of the agencies' IT networks from desktop and applications to the network infrastructure. These measures will help the Department and subsequently the Bureaus ensure continuity of operations, as well as protect the privacy of citizens, businesses, and internal customers.

Information Security

Treasury's Cyber Security Program and the ability to operate in a secure environment are absolutely vital for achieving Treasury's mission. Recognizing the need to ensure the availability and protect the integrity, and confidentiality of the Department's information and the systems on which the information relies,

Treasury will concentrate on several information security components over the course of this strategic planning period. These components are: Certification and Accreditation, Critical Infrastructure Protection, Privacy, and Financial Management Systems.

These components, FISMA Implementation/Compliance, Personal Identification Verification (HSPD #12 / FIPS 201) and Critical Infrastructure Protection are the foundation of the Department's Cyber Security Program. These components take into consideration the current environment, the long-term vision, policies and mandates in place, with the flexibility to modify the Program as elements change. The Department's security policy is currently being updated and directed at the Department level and the Bureau level. The existing security policies will align with Federal wide requirements and incorporate security controls that will map to high, moderate and low impact IT systems. The policies and controls are valuable and need to be consolidated into a single enterprise IT security policy, which will be one element for the Cyber Security Program. Additionally, policies are being developed (and must be maintained) for unclassified, national security, and intelligence systems. The Department will also establish requirements and assign responsibilities for protecting Treasury IT systems (classified and unclassified) and integrate cyber security into the Treasury enterprise architecture to ensure compliance with key information security legislation, specifically (FISMA). Treasury is working to meet the HSPD-7 critical infrastructure protection requirements as well as HSPD-12, which mandates a common form of identification for use by all federal employees and contractors.

Treasury has identified these IT goals as critical success factors in supporting the IT mission and developing an effective and cost-efficient enterprise-wide IT strategy. Each of these goals has correlating objectives and measure that further define and support Treasury's IT strategic focus.

3.6 Objectives, Outcomes, and Measures

Treasury has defined a number of supporting objectives and measures for each of the defined IT goals. Given the successful accomplishment of each objective, specific outcomes have been identified as the desired future-state of Treasury's IT. Each of the IT objectives and their correlating outcomes and measures are listed in Figure 3.6.

Figure 3.6: Treasury Objectives, Outcomes, and Measures

IT Objectives	Outcomes	Measures
Goal 1: Effective IT Governance		

1.1 Clearly define, implement, and maintain processes and controls throughout the evaluation and approval process of an initiative, standard, configuration, and policy	<ul style="list-style-type: none"> Standardized lines of communication/approval for policy, standards and investment processing throughout Treasury Clear definitions of roles and responsibilities for the Department and its Bureaus Puts ownership on entities/groups rather than an individual 	<ul style="list-style-type: none"> Bureau participation in defining standards and policies; measured by issue / decision papers and sub-council meeting attendance
1.2 Utilize Treasury Enterprise Architecture Sub-council recommendations in the evaluation of Enterprise Architecture criteria within the CPIC Pre-Select process	<ul style="list-style-type: none"> All investments/initiatives are rigorously evaluated against the Treasury EA framework Elimination of CPIC Team EA criteria evaluation 	<ul style="list-style-type: none"> Minimal time spent by the CPIC Team on Pre-select evaluations
1.3 Continue to identify and review an enterprise approach to policy, standards and portfolio management	<ul style="list-style-type: none"> Eliminate redundant and duplicative systems and provide a quantifiable ROI Decreased maintenance costs 	<ul style="list-style-type: none"> Percentage of initiatives with a defined strategy for component reuse and sharing that also show decreased costs
1.4 Ensure centralized and early coordination in the procurement of enterprise IT assets	<ul style="list-style-type: none"> Coordination of procurement with enterprise strategies and goals Facilitates strategic sourcing to get procurement price and process savings More small business participation 	<ul style="list-style-type: none"> Reduced costs for enterprise licenses and hardware Percentage of purchases through SmartBuy Percentage of small business utilization
Goal 2: Enterprise Architecture		

2.1 Develop an effective EA representative of Treasury and in compliance with the Federal Enterprise Architecture, OMB EA assessment criteria, GAO Framework, and other applicable Government EA criteria	<ul style="list-style-type: none"> ▪ A standardized EA collaboratively developed and supported by Treasury that is actionable 	<ul style="list-style-type: none"> ▪ Percentage of business cases that go through EA evaluation ▪ Percentage of business cases that go through standards adherence evaluation ▪ Identify baseline and target; achieve target from baseline in 5 years ▪ Satisfactory internal audit ▪ Satisfactory Government agency evaluations
2.2 Leverage, where applicable, Treasury's segment architecture	<ul style="list-style-type: none"> ▪ Increase collaboration among Bureaus ▪ Cross utilization of Bureau resources ▪ A more unified Business Model and streamlined portfolio. 	<ul style="list-style-type: none"> ▪ Percentage of portfolio items with multiple Bureau representatives; where applicable
Goal 3: E-Government		
3.1 To fully participate in all E-Gov initiatives as appropriate and meet E-Gov alignment and milestones	<ul style="list-style-type: none"> ▪ Increase in cross-agency collaboration and resource sharing 	<ul style="list-style-type: none"> ▪ Percentage of E-Government initiatives that involve OCIO and program area stakeholders
3.2 Identify and develop targeted Treasury E-Gov initiatives	<ul style="list-style-type: none"> ▪ Improved access to information through Treasury E-Gov solutions and services 	<ul style="list-style-type: none"> ▪ Number and utilization of Treasury E-Gov solutions
Goal 4: Organization and Workforce		
4.1 Develop an IT employee career development framework identifying career positions and necessary training/experience required per position	<ul style="list-style-type: none"> ▪ Improved workforce moral ▪ Improved management to employee communication ▪ Clearly defined goals for employee advancement and opportunities 	<ul style="list-style-type: none"> ▪ Results of employee satisfaction surveys ▪ Retention percentage ▪ Percentage of employees that understand their roles and responsibilities.
4.2 Recruit, develop and retain an IT workforce with the technical and project management competencies to achieve the vision	<ul style="list-style-type: none"> ▪ Improved service delivery ▪ Decrease in project costs 	<ul style="list-style-type: none"> ▪ Percentage of major IT projects whose cost and schedule overruns average less than 10% ▪ Employee certifications ▪ Customer perception based on satisfaction surveys
Goal 5: Information Security and Delivery		

5.1 Develop and implement Treasury-wide security initiatives that meet all security and privacy-related regulations, statutes, and Federal laws (FISMA compliance)	<ul style="list-style-type: none"> Seamless use of secure systems and sensitive information Ensure the confidentiality, integrity, availability of IT resources and information Efficient use of security resources applied on a risk-based approach 	<ul style="list-style-type: none"> Percentage of major operational IT systems, including mission critical systems, that have been certified and accredited for operation (or are approved on an interim basis with a management-approved POA&M) Percentage of Treasury employees and contractors who have completed IT Security and Awareness Training
5.2 Provide consistent and secure access to physical and information systems across the Treasury enterprise (HSPD #12)	<ul style="list-style-type: none"> Common authentication protocols and policies 	<ul style="list-style-type: none"> Compliance with the PIV-I by October 27, 2005 Compliance with PIV-II by October 27, 2006 Percentage of Treasury employees and contractors with a completed NACI Percentage of HIGH impact systems using PIV credentials for identification and authorization
5.3 Ensure the integrity of Treasury's IT infrastructure (Critical Infrastructure Protection; HSPD #7)	<ul style="list-style-type: none"> Secure IT environment Improved IT capabilities through strengthened operations Reliable disaster recovery strategies 	<ul style="list-style-type: none"> Percentage of systems aligned with new TCE infrastructure requirements Percentage of systems with documented disaster recovery procedures Percentage of critical assets (under HSPD #7) with a documented and tested contingency plan.

3.7 Treasury Outlook

Target Opportunities

As part of the strategic planning process, Treasury established enterprise architecture principles that demonstrate how the agency's EA will support Treasury's business and technology requirements. Treasury EA principles provide context for making architectural decisions and guide the development of programmatic and enterprise solutions. They describe the rules, constraints, and behaviour for which the key decisions for EA policy, procedures, governance and standards will comply. In addition, Treasury is developing a business-driven

Enterprise Architecture that will provide more insight to how IT investment dollars are currently being spent.

The development of business-driven Enterprise Architecture (EA) begins with the establishment of a Business Reference Model (BRM) and populated business layer. The business layer allows for the strategic alignment of IT investments to the Lines of Business that the Department performs. In addition, this business-driven approach to EA provides a context for how the other layers of the architecture will be used and related. Through the EA, enterprise, common, and unique solutions across the Department will be identified. By developing and analyzing the baseline architecture, redundant systems will be identified and potential enterprise-wide solutions will be championed. This business model is the first step in developing an EA that will analyze IT investments and resources from a strategic, cross-Bureau point of view. Bureaus can leverage this business model when creating their own EA by using the structure and language within the Treasury business layer and decomposing further where necessary.

The next section demonstrates how defining Treasury Lines of Business and cross-referencing Bureaus with these Lines of Business can provide a critical view of enterprise investments.

IT Investment Portfolio

For the most appropriate use of Treasury information resources, the strategic planning process must consider the enterprise architecture standards and procedures needed to support the capital planning and investment control process. IT investments should be non duplicative and directly support the business and IT strategic goals and objectives for Treasury.

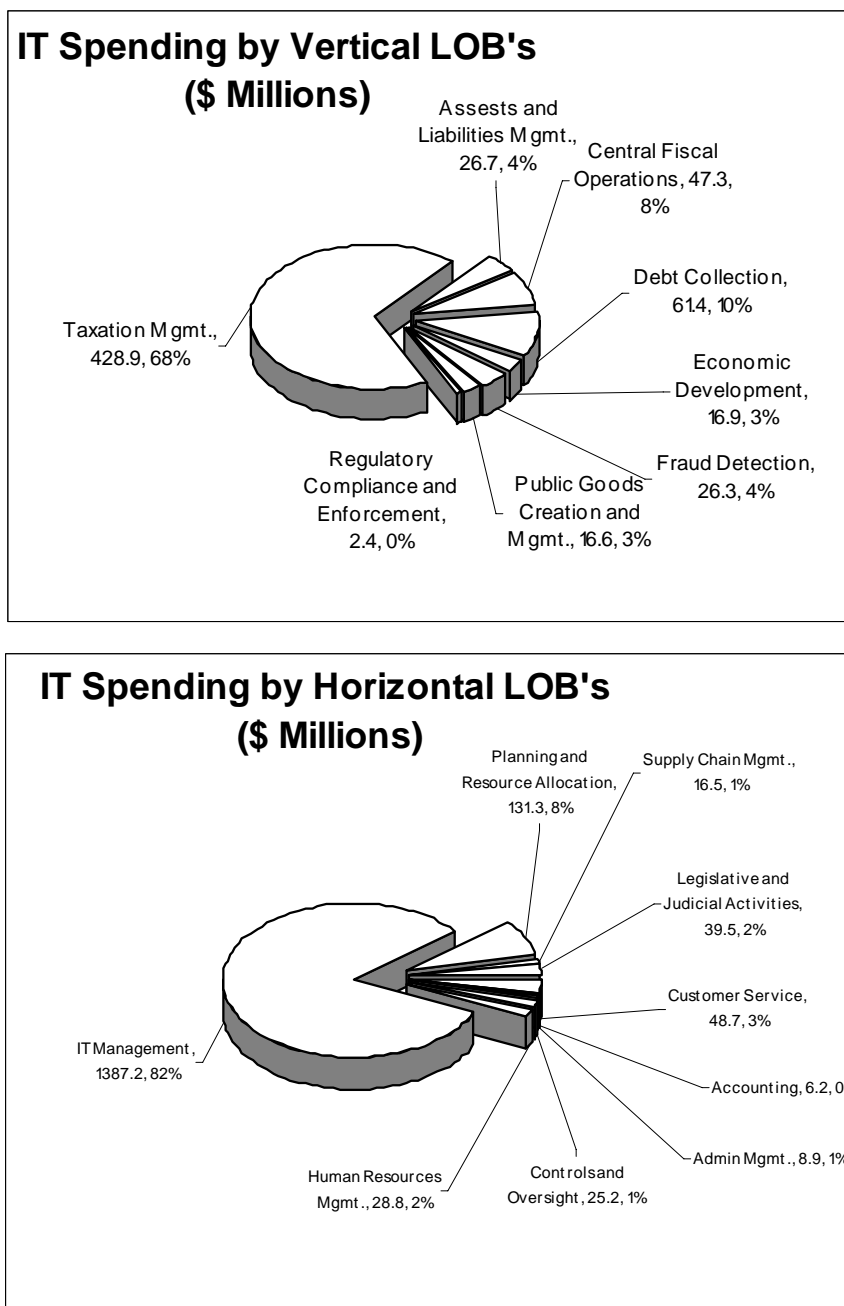
As part of the strategic planning process, Treasury investments were mapped directly to the Department's strategic goals. Figure 3.7 below shows the monetary distribution for investments over these goals.

Figure 3.7: Treasury FY 2006 Investment Dollars by Strategic Goals

Treasury Strategic Goals	Total Investment Dollars (millions)	% of Total Portfolio
E1: Promote Prosperous US and World Economies	\$0	0.00%
E2: Promote Stable US and World Economies	\$2	0.09%
F3: Preserve Integrity of Financial Systems	\$283	12.44%
F4: Manage US Government Finances Effectively	\$1,940	85.30%
M5: Ensure professionalism, excellence, integrity, and accountability in the Management and conduct of the Department of the Treasury	\$50	2.18%
Total	\$2,274	100.00%

In moving towards a cost effective, high performance portfolio, Figure 3.8 illustrates the distribution of Treasury initiatives across several lines of business. Understanding the current state of Treasury's business is a critical step in moving Treasury towards its goal of providing effective IT services to its customers. Volume 4 of Treasury's IT Modernization Blueprint, IT Strategic Guidance, further breaks down this data and provides recommendations based upon its analysis.

Figure 3.8: FY 2006 Investments by Treasury Lines of Business



4 NEXT STEPS

The Treasury IT mission, vision, values, goals, and objectives described in the previous sections of this ITSP are expected to yield great benefits for the Department, but these benefits can only be realized if the ideas are successfully implemented. The Department is fully committed to executing the strategies defined in this document and will devote the necessary resources and top-level management attention required to see them through to fruition.

In order for Treasury's IT strategy to become operational, next steps include the development of an Implementation Plan. The sections below further describe each activity.

4.1 Implementation Plan

The Implementation Plan will be developed after approval of the IT Strategic Plan. The Implementation Plan will identify specific actions required to achieve Treasury's IT objectives, and include responsible parties, timelines, and resources. Figure 4.1 below describes the components of the Implementation Plan.

Figure 4.1: Implementation Plan Components

Action Plan Component	Description	Answers the Question
Objectives	These are the objectives identified in the Treasury IT Strategic Plan.	How do we achieve our goals, and how do we know if we are making progress?
Actions	Definition of specific activities for reaching objectives	What are the specific actions we need to complete in order to achieve our objectives?
Milestones	Events or products that mark significant progress towards or completion of specific actions	When specific actions will be achieved?
Schedule	At the milestone level, schedule constraints are identified to accomplish milestone	What is the timeframe for the action?
Resources	Identifies the level of resources (staff or budget) required to accomplish an action.	How many people and how much money?

4.2 Information Resources Management Plan

In accordance with OMB Circular A-130, Treasury will develop an Information Resources Management (IRM) Strategic plan that provides more detail on how Treasury will leverage information technology to accomplish the agency's mission and ensure that information technology decisions are integrated with organizational planning, budget, procurement, financial management, human resources management, and program decisions.

4.3 Alignment with other Treasury IT Plans

Treasury's IT Strategic Plan identifies specific IT themes that Treasury Bureaus and Offices further detail in their individual IT strategic plans. Treasury Bureaus and Offices will use the Treasury Department IT Strategic plan as guidance for developing their plans. The Bureaus and Offices will ensure their IT Governance, Enterprise Architecture, E-Government, Organization and Workforce, and Information Security and Delivery goals support their IT mission as well as the overriding Treasury IT mission.

In addition to an IT Implementation Plan, Treasury plans to leverage the concepts discussed in this document to develop an Information Resource Management (IRM) plan that will further define how information technology decisions are integrated with organizational planning, budget, procurement, financial management, human resources management, and program decisions.